

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

1. Organizational Overview: A nonprofit, nonsectarian organization, Jewish Vocational Service Boston (JVS) was established in 1938 and is the oldest and largest provider of adult education and workforce development services in Greater Boston, serving over 10,000 people per year in 164 cities, towns, and neighborhoods. **JVS's mission** is to empower individuals from diverse communities to find employment and build careers, while partnering with employers to hire, develop, and retain productive workforces. **JVS offers over 35 programs** that help individuals from all backgrounds improve their skills, advance their education, find employment, and achieve economic self-sufficiency. Our approach is to meet people where they are by offering multiple entry points to our services, which vary in intensity, time, and skill requirements: Rapid Employment programs offer intensive services to place people in jobs and ongoing career coaching to set next-level goals; Skills Training provides training opportunities in multiple sectors (healthcare, biotechnology, pharmacy, substance addiction, banking, food service, and others) to equip job seekers with in-demand skills; JVS's education pipeline provides a continuum of services that includes beginner English-language training (ESOL), English for Academic Success classes, specialized college preparation pathways, and college persistence support to prepare adult learners for credential attainment and better jobs; and through Incumbent Worker Training, JVS works with employers to create customized training solutions to develop staff talent, leading to more productive workforces, higher retention rates, and advancement to next-level positions. JVS targets low-income, unemployed, and underemployed individuals throughout Greater Boston from diverse backgrounds. Among our clients, 68% were unemployed when they arrived at JVS. More than 23% of clients received Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefits when they begin working with JVS. Over 50% of JVS clients are at or below the federal poverty line, and 48% are raising young children. As an organization founded by immigrants and refugees during the Great Depression to assist immigrants struggling to enter the American workforce, JVS has nearly 85 years of experience supporting English Language Learners (ELLs) and newcomers to the US of all statuses. Clients speak more than 60 languages and originate from more than 100 countries. More than 60% of JVS clients across all programs are immigrants, and more than 75% identify as BIPOC. Central to JVS's mission is positioning unemployed or underemployed low-income adults to acquire the skills and resources necessary to secure jobs with family-sustaining wages and opportunities for advancement. Through its array of pre-employment education, training, and job placement programs, JVS helps these individuals enter the workforce, while its employer-based education and career advancement programs help workers increase their wages and benefits. In this way, **JVS's mission is aligned with the City of Newton's goal to promote economic stability and mobility.**

JVS has significant experience implementing career training, placement, and advancement initiatives that promote economic stability and mobility among low-income individuals facing multiple barriers to employment and economic advancement. JVS has successfully served housing-insecure individuals who require workforce development services through 4 programs with similar models: 1) through the Secure Jobs Partnership (SJP) for 9 years, serving clients eligible for Metro Housing Boston's (MHB's) HomeBASE or Residential Assistance for Families in Transition (RAFT) benefits or living in an Emergency Assistance (EA) shelter/motel; 2) as a provider in 2 of the 5 MA Learning, Employment, & Asset Program (LEAP) projects, which

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

served MA Rental Voucher Program (MRVP) holders; 3) as a member of the United Way's (UW's) successful Launch initiative, a collaboration of providers awarded the Pathways to Prosperity Network grant from the Department of Housing and Community Development (DHCD), which served 320 youth/young adults living in subsidized housing; and 4) continuing to support DHCD clients with goal-based coaching through the Generating Economic Mobility (GEM) program, where participants are recruited from Family Self Sufficiency (FSS) and Family Economic Stability (FES) participants. In these projects, JVS utilizes interagency collaboration and employer partners in high-demand industry sectors to provide participants with short-term job readiness, skills training, and job placement, as well as support to achieve long-term goals. These projects are developed through partnerships with state agencies - notably, Department of Transitional Assistance (DTA), DHCD, local housing authorities, and EA shelter providers - and community partners such as UW and local workforce investment boards. JVS has also collaborated with DTA to design and implement a pilot program to engage SNAP recipients in education and training activities and avoid loss of benefits, then supported scaling of the model throughout the Commonwealth through the MassHire system.

JVS is a leading workforce development provider for low-wage immigrants, ELLs, and refugees. Through JVS's Pay For Success project, launched in 2017, JVS provided vocational services to immigrants throughout Boston that supported their transitions to employment and produced substantial earnings gains, according to a 2020 independent evaluation conducted by Economic Mobility Corporation. JVS's English For Advancement (EFA) model, a core component of Pay For Success, is poised for expansion into cities and regions throughout MA. In 2018, JVS launched Together We Rise (RISE), providing career coaching, re-credentialing assistance, education, and job training to help refugees move from entry-level jobs to family-sustaining employment. Four years later, RISE has successfully supported the economic mobility of refugees served, with 75% of job placements offering benefits and participants realizing wage gains of up to 50%.

JVS centers diversity, equity, and inclusion frameworks at all levels of our organization and program development, implementation, and evaluation. As an organization founded by immigrants and refugees, promoting equitable opportunity and advancing social justice has always been central to our organization's mission and vision. All programs are intentionally designed to be inclusive of and welcoming to the diverse communities we serve. Immigrants are the best-served group at JVS, with the majority of services designed for and succeeding with the immigrant population. In 2018, JVS implemented a diversity and inclusion plan to increase hiring and retention of diverse staff talent, which has supported JVS's efforts to recruit and hire program staff with diverse backgrounds and lived experience that reflect and affirm the identities of the clients we serve. As part of the agency's explicit commitment to advancing racial equity, we conduct regular program evaluations where we analyze program enrollment and disaggregated outcomes data to identify potential racial disparities. Evaluations integrate inclusive and equity-focused data gathering and analysis strategies that involve interviews, roundtables, and external reviews with or by community stakeholders. This data is informing program improvements to meet the evolving needs of diverse communities we serve. For example, in 2020, our review identified the non-immigrant Black community as an underserved population. We conducted a full analysis of program data, interviews with teams serving the

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

largest numbers and percentages of the population, and commissioned 3rd party interviews with community leaders to better understand how to improve services to this community. This effort led to a new partnership with STRIVE, a workforce readiness program serving the Black community, and with Mass General Brigham to launch JVS's new training pathway in Central Sterile Processing. JVS also works to educate local workforce development providers on best practices for diversity, equity, and inclusion. In April 2022, JVS convened a summit on race equity in workforce development, in partnership with SkillWorks and STRIVE, bringing together a range of stakeholders in a small group setting.

2. Priority Population and Objectives: The priority populations for the proposed program are low-income (65% AMI or below) City of Newton residents from diverse backgrounds, including unemployed and underemployed adults; DTA SNAP recipients; DTA TAFDC recipients; young adults living in subsidized housing; and DHCD FSS and FES participants. Within these populations, our focus is on under-resourced individuals and families most impacted by the pandemic, including Black and Hispanic households.

Between January 2023 and December 2025, JVS will use City of Newton Economic Stability/Mobility Initiative funding to achieve the following objectives:

- Enroll a total of 205 low-income (65% AMI or below) Newton residents in our Career Pathways Programming (CPP), described in detail in Section 3. As described in the Timeline section, JVS will maintain 75-100 active participants, thereby serving 205 over 3 years.
- 75% of CPP participants will achieve at least 1 of the following economic stability and mobility goals: 1) secure a new job (retained for at least 90 days); 2) complete a skills training program; or 3) enroll in a higher education program (measured as earning at least 3 credits).
- 100% of CPP clients will enroll in JVS's Financial Opportunity Center (FOC).
- 110 CPP clients (60%) will improve their credit scores and 75 clients (40%) will increase savings or reduce debt.
- 50-75 CPP participants (24%-37%) will receive intensive financial coaching; as participants reach goals and exit, additional participants will be enrolled to maintain a caseload of 50-75.

3. Proposed Approach: City of Newton funding will expand the capacity of the following existing CPP services to serve low-income (65% AMI or below) residents of the City of Newton:

a. Career Pathways/Coaching: Through JVS's employment and career coaching model, JVS's CPP provides individualized, high-touch career coaching services tailored to each client's unique situation, interests, goals, and challenges. JVS's coaching model centers goal-setting focused on helping participants identify and successfully pursue a path to economic self-sufficiency and advancement. Following initial enrollment and assessment of new clients, CPP Career Coaches and Education Coaches create individualized goals that address each client's interests in education, job training, employment, and financial aspirations. Each client establishes both short- and long-term goals, identifies barriers, and maps out specific action steps that will lead to job placement, skill upgrades, education, and career advancement. Since many clients enroll without a clear idea of their current skills or interests, Coaches deploy a variety of tools that help clients identify and clarify the direction they wish to take. Depending upon individual goals, clients proceed along 1 or more pathways - sequentially or simultaneously. For example, a client may look for an immediate bridge job while also exploring training to move into their

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

goal job. A client might also start or complete an educational credential or improve their English. Coaches refer clients internally, to JVS education or training programs, and externally, to Adult Basic Education (ABE) providers and training programs across the city/region, to achieve their goals.

Job readiness services provided by CPP Coaches position clients to enter career pathways that will deliver family-sustaining wages and opportunities for advancement. In addition to regular, 1:1 meetings with clients, Coaches support clients in pursuing a variety of job readiness preparation activities. Each client receives assistance joining the 1-stop career center co-located at JVS, MassHire Downtown Boston Career Center (MassHire), where JVS provides a range of workshops and 1:1 services that supplement individualized coaching services. Coaches work with each client to identify skill building workshops at MassHire that will enable the client to acquire job-readiness skills necessary to secure employment. Together with their Coaches, clients draft a schedule of MassHire workshops that will allow them to learn essential skills. With the help of their Coaches, clients apply what they learn during these workshops to create and tailor resumes, practice interview skills and self-marketing strategies, and search for and identify appropriate job openings for which to apply. Coaches provide opportunities for additional training and support for clients wishing to learn more about networking strategies, such as effective ways to utilize LinkedIn, or to attend the many job fairs available through MassHire. As clients' skills develop, Coaches provide them options to work on their job searches individually or in the supported environment of a Job Search Lab.

CPP Coaches play an integral role in providing job placement services to match low-income clients in jobs that will help them achieve economic self-sufficiency and mobility. Coaches leverage JVS's established model for engaging local employers to meet their hiring and training needs to connect clients with employers and job opportunities well-suited to their skills and financial goals. Coaches also connect clients with hundreds of local employers that JVS hosts at job fairs and hiring events and provides warm referrals for qualified applicants. Additionally, Coaches help clients access and utilize JVS's talent match portal, an online tool launched during the pandemic to connect employers with job seekers using matching software.

b. Vocational Training and Education for Career Pathways: JVS provides training and post-secondary education services to enable low-income adult learners to attain vocational skills and post-secondary certificates and degrees in order to move into careers with family-sustaining wages, benefits, and opportunities for advancement. JVS operates a continuum of education services, including occupational skills training, specialized college transition and persistence support, and English language training. Many JVS clients enrolled in 1 program will continue to the next level of education at JVS or with our community training and education partners. JVS also maintains strong relationships with Boston community colleges that give students the opportunity to matriculate into those institutions.

To equip clients with in-demand skills for employment and career advancement, JVS offers short-term occupational training opportunities that help underserved adults experiencing financial instability rapidly secure employment in a wide range of sectors. These programs integrate intensive training with our job coaching and placement services and provide ongoing career coaching after placement to support next-level goals. JVS also offers talent pipeline

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

training programs, particularly in the healthcare sector, that guarantee CPP participants employment in quality, in-demand jobs upon completion. Current pipeline programs provide training and guaranteed job placement for Central Sterile Processing Technician (CSPT), Pharmacy Technician, Certified Nursing Assistant (CNA), and Early Childhood Educator (ECE) positions. Through JVS's partnerships with local higher education institutions and healthcare providers, we also make vocational training programs offered by these agencies accessible to CPP clients. These include Phlebotomist, Healthcare Foundation, and Medical Billing training programs offered by Quincy College (QC); Automotive Technician Training and Carpentry Apprentice Training programs offered at Madison Park Technical Vocational High School; as well as others. JVS's Bridges to College and Careers (Bridges) program, a free, intensive 23-week college transition program, offers career-specific pathways to equip adult learners - the majority of whom are ELLs - with science, math, and English skills required to earn post-secondary certificates and degrees and move into related, in-demand careers. Bridges prepares students for careers in Biomanufacturing, Substance Addiction, and various Allied Health occupations.

The occupational skills training and college transition programs described above will provide Newton residents most impacted by the pandemic and resulting economic crisis an avenue to develop new skills and quickly connect with sustainable, in-demand employment. Hospitality and food sectors, which employ large segments of low-income residents, including Black and Hispanic individuals, are expected to be the slowest to recover from job and wage loss resulting from the pandemic. By providing skill building and job placement opportunities to people affected, JVS's vocational and educational programs will support the City of Newton in equitably responding to and recovering from the pandemic. By providing opportunities to attain post-secondary certifications and degrees that promote long-term career advancement, JVS's vocational training and post-secondary education programs also promote economic mobility among the low-income adults served by these programs. Additionally, because STEM job wages are more than double non-STEM wages (BLS, 2022), JVS's STEM-focused vocational and educational programs effectively create pathways to careers with family-sustaining wages for households most impacted by the pandemic.

Many clients require support building their English skills in order to pursue post-secondary education pathways for economic stability and advancement. JVS matches participants in need of English language training with JVS programs where available, or with referrals to community providers. JVS also recognizes that a high school diploma is often a requirement for post-secondary training and education geared toward job placement and career advancement. JVS assists clients in need of the high school equivalency diploma (HiSET) in selecting and enrolling in HiSET programs, including community-based providers such as Notre Dame Education Center and Asian American Civic Association.

In addition to wraparound service referrals, CPP staff leverage local workforce development partners to refer clients to job training programs in Boston to support clients in achieving employment and financial goals. Workforce development partner and program referrals have included Asian American Civic Association's Building Maintenance Training Program; YMCA Training, Inc.'s Computerized Office Skills Training and Employment Program; Bunker Hill

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

Community College's Medical Interpreting Certificate Program; Roxbury Community College's Business Administration and Human Services certificate programs; and Parker Professional Driving School's Commercial Driver's License Training. JVS proposes to use grant funds to contribute toward tuition costs (not covered by financial aid or other resources) for participants enrolling in higher education and in non-JVS training programs (~\$102,000 over the course of the grant).

c. Financial Literacy, Asset Building, and Debt Reduction Skills Coaching: Critical to JVS's CPP continuum are financial capability services offered by JVS's FOC, which assist clients in maximizing income and financial health. FOC services include intensive, 1:1 financial coaching, credit and net worth counseling, asset-building resources, and financial education workshops. Financial coaching includes assessment of client needs and goals, development of a budget and balance sheet, review of the client's credit report and score, financial education, regular check-ins to review progress toward goals, and referrals when appropriate. The Financial Coach helps clients create financial plans which position them to make sound financial decisions and achieve long-term economic security. The Coach also screens clients for income support services and benefits eligibility, including health insurance, SNAP, and services such as heating fuel assistance, thereby providing low-income individuals and families with access to immediate help meeting basic needs so that they can focus on completing employment and education programs that will ultimately allow them to achieve long-term financial independence. Financial coaching is especially effective at supporting continued asset building among low-income clients in subsidized housing, for whom increased income - and resulting increased rent - can serve as a disincentive to continued employment; the Coach works 1:1 with these clients to help them understand the importance of increased earnings to meeting basic needs and growing personal assets - critical to achieving financial stability and mobility. Clients who use FOC services also see improvements to their credit scores, impacting employability in sectors where credit reports serve as screening tools, and long-term ability to access non-predatory lines of credit. In addition, the FOC helps clients maximize tax credits and avoid predatory tax services through our free Volunteer Income Tax Assistance site. JVS partners with American Student Assistance to assist clients with more complex student loan questions or issues and Foundation for Financial Planners to leverage free financial planning services for clients. Referrals are also made to Greater Boston Legal Services. Through these services, the FOC helps clients gain a better understanding of their finances and work toward personalized employment and financial goals.

d. Housing & Well-being Supports: JVS integrates holistic, comprehensive housing and well-being support services focused on helping low-income clients overcome barriers to participating in and completing our programs and prevent progress toward career goals. In Boston, JVS partners with MHB, which offers streamlined access to RAFT, eviction prevention resources, and housing search and affordable housing education. In Newton, JVS plans to establish similar partnerships. Coaches collaborate with referral partners, internal JVS programs, and community-based organizations to help clients address barriers identified at intake, as well as those that might emerge. For example, JVS provides clients who face transportation barriers with MBTA passes; clients struggling with childcare are often referred to

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

Childcare Choices of Boston; clients who qualify for DTA childcare vouchers are provided 1:1 assistance to secure and maintain vouchers. JVS also partners with Horizons for Homeless Children, which provides access to parents available for employment services because their children are enrolled in daycare. Clients in need of technology access receive a Chromebook, home internet connections, and digital literacy workshops through JVS's partnership with Tech Goes Home; JVS is budgeting ~\$78,000 over the grant period at \$523 per participant.

Through operating similar programs, JVS has extensive evidence that our approach produces measurable progress toward economic stability and upward economic mobility. During its 9-year operation of the SJP, JVS has consistently met enrollment and placement goals, serving 350 participants with an average annual job placement rate of 75%. Over the 5 years of Mass LEAP, 75% of participants entered employment and/or increased income, and 80% increased household savings. JVS's GEM program engages 92 participants, many of whom are working on multiple goals that will position them to enter jobs with family-sustaining wages and opportunities for upward economic mobility: 51% are engaging in employment activities and 25% secured employment; 39% are working toward higher education goals; and 23% are exploring skills training. JVS's occupational skills training programs are known for their unusually high success rates (95% enrollment, 85% completion, and 75% job placement). Training graduates achieve significantly higher job placement rates, wage gains, and retention rates than their peers, according to a 2010 Sectoral Employment Impact longitudinal study conducted by Public/Private Ventures. Our post-secondary educational programs have also demonstrated tremendous success in not only helping participants earn certificates and degrees, a key measure of economic mobility, but also in securing quality jobs. JVS's FOC has substantial experience supporting low-income clients in moving to economic stability and supporting their economic mobility. Currently, 97% of FOC clients are low- and moderate-income. In FY21, the FOC served 216 clients; of those, 85% achieved their financial goals; 67% achieved a Prime Credit Score or increased their score by 30+ points; 38% increased their savings; 28% moved from "unscored" to "scored"; and 28% decreased debt.

JVs will execute a comprehensive strategy for identifying, recruiting, engaging, and retaining low-income residents (65% AMI or below) of the City of Newton. JVS will identify and recruit low-income (65% AMI or below) Newton residents by leveraging partnerships with Newton agencies that serve low-income residents and targeted advertising campaigns through social media. JVS will collaborate with Newton Housing Authority, Newton Boys and Girls Club, Newton Community Development Foundation (NCDF), and Newton Public Schools ELL program, as well as the DTA office that serves Newton and Community Care for Kids. Our CEO, David Fleishman, is the former superintendent of Newton Public Schools and holds relationships in Newton that can support the cultivation of local partnerships. JVS will draw from our years of building successful, long-standing partnerships to work with these agencies to identify and recruit low-income Newton residents to our CPP. All prospective CPP clients will complete a universal assessment designed to determine their eligibility. Following a 1:1 meeting with JVS's Intake Specialist, eligible low-income clients from the City of Newton will enroll in CPP. Once enrolled, JVS engages CPP clients by providing employment and career coaching; training, secondary, and post-secondary education; financial literacy, asset building, and debt reduction

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

services; and housing and well-being support services described in Section 3a-3d. To support program retention, Coaches identify barriers and connect clients with resources to ensure these barriers do not prevent them from completing the programs and securing jobs. Coaches also provide post-job placement support via frequent phone calls, emails, text messages, and 1:1 meetings to ensure clients are doing well with their jobs, have stable housing and childcare, and are progressing toward career goals. If a job-related issue arises, Coaches meet with the client to learn more about the concern and coach them on how to address the issue with their employer. Coaches also connect with the employer and serve as a mediator to ensure an amicable resolution. Participants who lose their job between follow-ups are referred to JVS for re-employment services.

JVS plans to utilize training stipends for participants enrolling in short-term, intensive skills training programs, including CNA, Pharmacy Technician, and CSPT. Training stipends are provided to help clients complete these 12-14-week training programs. CPP clients are eligible to earn up to \$1,200 in stipends for: successfully participating in and completing the training and maintaining grades of 80% or higher (\$400); passing the licensing exam following program completion (\$400); and obtaining and maintaining employment for 30 consecutive days after start date (\$400). Stipends will be provided in the form of gift cards.

The length of time that JVS works with individuals and families to achieve our objectives will align with each client's goals, the paths they pursue to achieve these goals, and barriers that they need to overcome. Enrollment, goal setting, and active job search or educational enrollment often involve weekly meetings with a Coach and regular participation in workshops and information sessions. Initial goal-setting may take 2-3 months; next, clients may choose to immediately search for a job. Once clients secure employment, the Coach continues to follow up for 24 months, ensuring that participants are working to meet long-term education and career goals. The Coach conducts follow-up communications during the first week of employment and at post-employment benchmarks of 30 days, 90 days, 6 months, 1 year, 15 months, 18 months, and 2 years. Clients may also complete JVS's vocational or postsecondary education programs, which range from 7-12 weeks for vocational programs to 23 weeks for Bridges. Upon completing these programs and securing employment, Coaches implement the same follow-up procedures (communications during the first week of employment and 30 days, 90 days, 6 months, 1 year, 15 months, 18 months, and 2 years post-employment). After initial assessment, FOC clients work with a Coach based on their goals and their personal timeline for meeting those goals. Through our 3-tiered approach for providing FOC services - light, medium, or intense - clients choose the frequency with which they engage. Clients continue to have access to their financial coach until they reach their goals.

4. Timeline: During the first 4 months of the grant period (January 1 - April 30, 2023), JVS will complete the following program planning activities:

- **Hiring/onboarding/training: January 2023** (with staff turnover, may extend to March 2023)
- **Program Design: January - April 2023**
 1. Curriculum development for coaching and training program components: Evaluate and align existing curriculum with City of Newton population needs and new programming.

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

2. Determine location of services: Currently, services are offered remotely and onsite at 75 Federal St. JVS will explore the possibility of offering services in the community where participants reside, as well as JVS's new location at 122 Arlington St.
3. Determine the need for technology and develop a strategy for enrolling participants in JVS-Tech Goes Home technology access and computer literacy classes.
4. Development of outreach and marketing strategy: Utilizing community partnerships, on-the-ground community outreach, and social media outlets.
5. Partnership building with Newton Boys and Girls Club, Newton Housing Authority, NCDF, Newton Public Schools ELL program, and Our Lady's Parish, the DTA office that serves Newton, and Community Care for Kids.

May - December 2023 - Ongoing Implementation, Execution, and Evaluation: Direct services will commence by May 1, 2023, by which date participants will begin to enroll. We expect to reach full enrollment capacity (75-100 active participants) within the first 12 months of service delivery (January-April 2024). As participants achieve their educational and career goals, we will continue to enroll new participants, maintaining 75-100 participants at all times. Once enrolled, participants will spend 2-8 weeks working with their Coaches to explore career pathways and develop individual goal plans. Coaching services from Academic, Career, and Financial Coaches begin at enrollment and are implemented on an ongoing basis, through placement in job/training/education, including retention services. Program outcomes are reviewed by CPP staff in weekly meetings, provided to senior management for review in Leadership Team meetings, and reported annually to JVS's Board; this ongoing program monitoring enables JVS to identify and implement program improvements.

5. Evaluation: JVS implements a comprehensive, person-centered approach to evaluating CPP outcomes, which centers tracking each client's progress toward their education, training, employment, and financial well-being goals. Data metrics that JVS collects to evaluate program implementation and impact include: number of participants enrolled in CPP services (collected by the Intake Specialist); services provided (collected by Academic, Career, and Financial Coaches, these include goal setting sessions; career exploration sessions; case management sessions; academic, career, and financial coaching sessions; and support service referrals); program outcomes (collected by Academic, Career, and Financial Coaches, these include completion, job placement, wage increases, promotions, post-secondary certificates attained, credit score increases, savings increases, and debt decreases), and demographic data of participants (collected by the Intake Specialist, this includes income level, race/ethnicity, employment status, education, family size, age). JVS measures long-term program success by tracking the number of clients still employed at 90 days, 6 months, and 1 year after job placement, and the number who are promoted or secure better jobs - these metrics are collected by Academic, Career, and Financial Coaches. JVS has the capacity to implement a rigorous evaluation process to assess program implementation and impact. JVS staff responsible for data collection use Salesforce (SF) to enter all client engagement and outcome data from intake throughout their program participation, utilizing SF's Goal Plan feature to track clients' progress toward their goals. The CPP and FOC Program Managers use SF's "Dashboard indicators" to track enrollment, completion, job placement, and retention data for

JVS - City of Newton Purchasing Department Economic Stability/Mobility Narrative

participants, allowing them to continuously monitor and measure program operations, progress toward performance outcomes, and areas of underperformance that require corrective action. Managers report program outcomes in weekly meetings with the CPP Program Director; the Program Director reports program data to the Senior Vice President of Programs and Vice President of Career Services during Leadership Team meetings; and the Leadership Team compiles and reports this data to JVS's Board. **JVS is committed to working with UMDI to develop an evaluation plan, collect and submit data, and participate in evaluation meetings.**

6. Key staff: Key staff are CPP Manager Najia Afshar; Academic and Career Coaches Brianna McLaren and Christopher Bentancourt; and Financial Coach Louis Kaplan. Combined, this group has nearly 25 years experience providing case management and workforce development services to low-income clients from a variety of racial and ethnic backgrounds across the age spectrum, from opportunity youth to mature workers. Nearly all clients are system-involved. CPP staff reflect the diverse backgrounds and experiences of the clients we serve: low-income individuals with multiple barriers to education and employment. **Najia Afshar** is a native Afghan with extensive experience working with immigrants and refugees before coming to JVS, where she has been providing goal-based coaching and case management to clients receiving housing benefits for 4+ years. Najia is fluent in Farsi, Urdu, and Hindi and can read and write Arabic. Najia oversees the Academic and Career Coaches and manages hiring, supervision, and development of program staff. Najia reports to the CPP Program Director, who has overall responsibility and oversight of the program. **Brianna McLaren** is African-American and came to JVS with a social work degree from Salem State. Prior to JVS, Brianna provided behavior management support to autistic children, experience that is an asset to her JVS work with young adults living in subsidized housing, who often identify mental health challenges among the barriers they face. **Christopher Betancourt** was born in Puerto Rico and is bilingual in Spanish and English, enabling him to coach clients in their preferred languages. As a first-generation college student from a low-income family, he has direct experience with the barriers faced by foreign-born and BIPOC students. **Louis Kaplan** speaks English, Spanish, and French and has experience conducting business in Central and South America. Prior to joining JVS in 2016, Louis worked with low-income seniors as a Nutrition Educator/Outreach Specialist. Louis holds a B.A. in Latin American Studies from Brandeis University. Louis is supervised by JVS's FOC Program Manager, who oversees day-to-day operations of Financial Coaches. **Sher Omerovic**, Senior Vice President of Programs, is responsible for educational leadership; administrative, fiscal, and personnel oversight; and liaising with program funders and housing, education, and workforce development agencies to help individuals/families increase their economic self-sufficiency. Prior to JVS, Sher worked at Fish Family Foundation, where she implemented a statewide citizenship initiative with community organizations, immigration attorneys, and volunteers. Sher holds a Master's Degree in Nonprofit Management from Northeastern University. JVS's FOC Program Manager reports to JVS's Vice President of Career Services. JVS's CPP will also be supported by our Intake Specialist, who screens new clients and helps them complete program enrollment, and a Community Partnership Specialist, who provides wraparound service referrals to address enrollment and completion barriers.

E m p l o y m e n t H i s t o r y

Career Path Programs Manager, Jewish Vocational Service, Boston, MA, 2022- Current

Launch Program Supervisor/ Lead Career Navigator, Jewish Vocational Service, Boston, MA, 2018

Deputy Director, Melaat Insurance Company, Kabul, Afghanistan, 2017—2018

Business Management Consultant, Kabul Omid LTD., Kabul, Afghanistan, 2014- 2017

Senior Gender Advisor, Independent Administrative Reform & Civil Service Commission, Kabul, 2012- 2014

Acting Program Manager, Afghan Civil Society Forum organization, Kabul, Afghanistan, 2011

P r o g r a m / P r o j e c t M a n a g e m e n t

- ♦ Supervising project implementation, program staff and activities for effectiveness and efficiency
- ♦ Supporting program development, strategic planning, budgeting, cost monitoring, monthly, quarterly, and annual reporting, day-to-day administration and database management of departmental and organizational operation
- ♦ Developing and implementing employment and education pathways strategies and related plans focused on low income/ subsidized housing programs such as Launch, GEM, CIES and CPN for better economic stability and self-sufficiency
- ♦ Organized and managed national conferences on gender and women's rights issues resulting in proposals for / creation of new policy, advocacy and educational programs
- ♦ Managed gender awareness training programs and projects for staff and civil society actors
- ♦ Led teams of 15-25 civil society organizations, UNDP, and Afghan government to exposure visits on Human Rights and Development and Women in Government to Turkey and Bangladesh

C a p a c i t y B u i l d i n g

- ♦ Led Workforce capacity building initiatives for over 400 young adults across governmental agencies in collaboration with local universities nationwide in Afghanistan
- ♦ Provided on job advice and capacity building to strengthen strategic planning management and operational functions of the Civil Service Directorate of Afghanistan
- ♦ Led and conducted organizational assessment and development for CCA as part of NOVIB's capacity building program for its partners
- ♦ Managed the training department at CCA headquarters and acted as CCB field education supervisor with direct oversight of over thirty staff, interns, and volunteers, with responsibilities including interviewing, hiring, training, performance evaluation and remediation

R e f u g e e R e s e t t l e m e n t S e r v i c e

- ♦ Execute all facets of refugee resettlement operation in compliance with state and federally funded contract guidelines
 - Over ten years of experience with CCB, Refugee Resettlement Program, providing direct services to over five thousand refugees, asylum seekers and other concern groups from all regions of the world. Performed pre- and post- arrival assessments including eligibility and referrals to state wide supportive services and employment counseling orientation. Conduct in-depth research of social services resources, applications procedures, requirements and processing
 - Worked with special populations including minors, elderly, single head of household parents and the mentally and physically challenged

E v a l u a t i o n

- ♦ Assessed organizational, procedural and training effectiveness in various NGOs. Designed and delivered trainings that rectified ineffectual processes for management, staff and partner organizations. Created training curricula, manuals, and materials
 - Served as gender awareness specialist in 3-person consultant group
 - Monitored and assessed the outreach arm of non-profit children's rights organization
 - Determined nature and level of gender bias in internal staff operations and external client services
 - Assisted with developing monitoring tools and benchmarks
 - Led trainings for front-line and management staff

Trainin**g**/**F**acilitat**ion**

- ♦ Trained both individuals and groups in "Train the Trainer" and in organizational management for general education, human rights, gender awareness and non-profit environments
 - Created human rights and gender awareness related trainings and trained over five hundred staff of NGOs and community institutions
 - Co-facilitated off-site Cooperation Center for Afghanistan (CCA) trainings for international organizations
 - Evaluated and trained over 700 teachers as the Master Teacher Trainer for the Afghan Institute for Learning (AIL) and the International Rescue Committee (IRC)

Policy and **S**trategy

- ♦ Creating communication strategy for multiple stakeholders (Community and employer partners, governmental agencies, donors..)
- ♦ Developed a framework for implementation of policy together with indicators along with 3-5 years action plan
- ♦ Facilitated review of the Civil Service policies, laws and regulations from gender perspective, develop guidelines for the proper implementation of Gender Equality Policy and supervise the implementation of the policy
- ♦ Developed guidelines for the proper implementation of Gender Equality Policy and monitoring the implementation of the policy
- ♦ Supported UN WOMEN/ Ministry of Women Affairs(MoWA) in developing Women Economic Rights Strategy, conducting consultation conferences sessions and finalizing WERS work plans
- ♦ Developed policies, strategies and associated action plan for Gender Directorate of Civil Service Commission for National Priority Program(NPP3)

Education / **T**rainings / **C**ertificates

- **Bachelors Degree in Human Service Management**, University of Massachusetts Boston, MA, 2007
- **Field Education Supervisory Training**, Harvard University, Cambridge, MA, 2004-2005
- **Skills for Psychological Recovery**, Executive Office of Health and Human Services, Boston, MA, 2011

Awards/**P**rofessional **M**embership

- **John F. Kennedy Award for Excellence Academic and Outstanding Service for the class of the 2007**, University of Massachusetts Boston, Boston, MA, June 2007
- **Women's Economic Rights Network**, taskforce chairperson, MoWA/UN WOMEN, 2012- 2014

Brianna McLaren

Boston, MA | 617.406.9112 | brianna.mclaren@gmail.com

EDUCATION:

Salem State University, Salem, MA
Bachelor of Social Work, Social Work

Relevant Coursework

SWK 200 Social Service Volunteer Practice
SWK 261/361 Human Behavior and Social Environment
SWK 270 Privilege and Oppression in Social Work
SWK 335 Social Policy
SWK 385 Social Services in Mental Health Settings
SWK 455 Services and Treatment for Substance Abuse

Dean's List: Fall 2018, Spring 2019, Fall 2019, Spring 2020, Fall 2020, Spring 2021

RELEVANT PROFESSIONAL EXPERIENCE:

Career Navigator- Jewish Vocational Services- Boston, MA **8/2022-present**

- Identify new career opportunities for clients by matching their interests, skills, and personality traits with appropriate jobs in various fields
- Assist 20 clients with goal setting, identifying barriers and mapping out a plans, leading to job placements, skills upgrades, and career advancements.
- Produce top quality resumes, especially for professional level job seekers and career changers.
- Actively develop, engage and maintain employer relationships.
- Provide high quality 1:1 job search coaching including interviewing, self-marketing strategies, social media, etc.
- Attend and actively participate in staff meetings and team- based projects.

Behavioral Therapist- Aspire Learning Center- Beverly, MA **5/2021-8/2022**

- Implemented behavior management and teaching strategies accurately and consistently as outlined in individualized positive behavior support plans and instructional lesson plans
- Collected and recorded data (for children ages 1-10 years old) accurately and consistently across all targeted behaviors and skills for assigned clients
- Lead enrichment groups/activities that developed the client's physical, emotional, and social growth (groups of 3-12 clients)

- Delivered effective and differentiated classroom instruction to a diverse range of children on the autism spectrum
- Promoted active engagement of assigned clients across all sessions
- Ensured written daily reports are completed thoroughly and sent home to caregivers following all sessions
- Created and maintained materials necessary for the implementation of positive behavior support plans and instructional lesson plans of assigned client
- Assisted BCBA with other case management responsibilities as needed

Social Work Intern- Pathways for Children- Gloucester, MA

9/2020-5/2021

- Scribed referrals for 5 families based on their requested needs
- Assisted families with setting and tracking goals
- Provided supportive talking and crisis management
- Documented families needs, goals, events, and communication sessions
- Conducted safety assessments
- Compiled individualized family partnership agreements
- Conducted collateral work with child service providers
- Acted as a liaison while converting the company's resource manual into an online database

Assistant Teacher- Amy's Cozy Corner- Marblehead, MA

9/2020-5/2021

- Implemented educational techniques such as storytelling, educational play, and media
- Guided 18 children to develop their artistic and practical capabilities through constructed curricula
- Encouraged interaction and conflict resolution
- Communicated with parents regularly to understand the children's background and psyche

OTHER PROFESSIONAL EXPERIENCE

Securitas Security Services USA, Inc.- Security Officer

April 2020-September 2020

Walgreens- Pharmacy Technician

August 2019-March 2020

Express Factory Outlet- Sales Associate

June 2018-August 2019

Coldstone Creamery- Keyholder/supervisor

October 2015-April 2019

TECHNICAL SKILLS

- Microsoft Office
- Google Drive

Volunteer Experience

Volunteer- My Brother's Table- Lynn, MA

9/2018-5/2019

- Distributed meals to the homeless population at My Brother's Table in Lynn, MA.

Christopher Betancourt

Brockton, Massachusetts | (617) 504-3032 | christopher.betancourt001@gmail.com

EDUCATION

University of Massachusetts Boston - Boston, Massachusetts

Labor Studies BA

Minor in Religious Studies

WORK EXPERIENCE

Jewish Vocational Services - Boston, Massachusetts

Launch Education Coach

02/2022-Present

- Responsible for the development of tools, processes, and services that lead to the project's expected outcomes to ensure enrolled clients can attain individualized short-term and long-term plans and associated actions.
- Connect clients to education options in greater Boston and online for youth; understand financial aid and admission criteria to coach clients through the assessment and enrollment process.
- Enter information into ETO, Google Docs, Salesforce, and other databases as required by funders.
- Receive referrals from project partners, schedule and conduct intake and goal-setting meetings with all clients.

Metro by T-Mobile - Boston, Massachusetts

Mobile Expert

06/2019 – 01/2022

- Coordinated and delegated team tasks and monitored completion to drive sufficiency while generating 80% of sales and leading by example.
- Sold a broad range of mobile products and services using a proven structured approach, while developing an in-depth knowledge of the latest mobile technology.
- Directed 40% of daily calls per shift to address customer inquiries and concerns to increase satisfaction.
- Field questions about product features and explain benefits to consumers that are engaging.

LEADERSHIP EXPERIENCE

Centro Cristiano Genesaret - Somerville, Massachusetts

VP Clergy of Board of Directors

07/2021 - Present

- Successfully assist with vision, provide leadership, and lead the strategic growth of a start-up non-profit organization through developing social solutions, overseeing effective case management, and cultivating a team of collaborative board members.
- Engage community partnerships, demonstrating a strong aptitude for business development, effective communication, strategic planning, board development, and fundraising.
- Recruit, train, and lead a team of volunteers within the community, leveraging their professional expertise to mentor underserved and economically challenged homeless youth.
- Recognized for the creation of bilingual theological seminars resulting in community engagement increasing by 50% causing soars in donor cultivation, strategic partnerships, and fundraising events.

KEY SKILLS

TECHNICAL: Salesforce, Microsoft Office Suite, Google Suite, Canva

PROFESSIONAL: Bilingual (Spanish), Team Management, Employer Engagement, and Relationship Building

LOUIS H. KAPLAN

30 Cameron St., Brookline, MA 02445 (C) 508-863-7200 lhkaplan@comcast.net

PROFESSIONAL EXPERIENCE

JEWISH VOCATIONAL SERVICE (JVS BOSTON) November 2016 – Present
Boston, Massachusetts 02110

Financial Empowerment Coach

- Advised clients on a one-on-one basis to deliver individualized financial services such as effective budgeting techniques, managing debt, achieving long term financial goals, and basic business advising services
- Delivered financial education workshops and seminars to groups of all socioeconomic backgrounds such as the Access to Recovery (ATR)
- Implement financial education procedures strategically targeted to achieving JVS's mission
- Contribute to JVS's financial education program to the cross-agency and community partner agencies

Action for Boston Community Development, Inc. (ABCD. Inc.) July 2012 – Present
Department of Elder Services
Boston, Massachusetts 02111

Nutrition Educator/Outreach Specialist

- Conduct outreach and workshops for Food Dollars Program (6-week classes on healthy eating on a budget) in every neighborhood of Boston, in English and Spanish at 75 sites, to over 750 low-income seniors
- Expand program to Malden, Everett, and Medford
- Collect and collate follow-up surveys to evaluate and measure outcomes of the program
- Recruit community sites and seniors for classroom locations
- Develop and implement outreach/recruitment plan for Volunteer Trainers
- Create, edit, and update curriculum and outreach materials in English and Spanish
- Develop and maintain working relationships with community organizations and government agencies

Overseas Adventure Travel/Grand Circle Travel
Boston, Massachusetts 02210

June 2010 – August 2011

Client Service Representative

- Sold packaged land tours, cruises, and safaris
- Resolved client issues
- Responded to travelers' phone calls and emails

Ameriprise Financial Services, Inc.
Charlestown, Massachusetts 02129

March 2007 – March 2008

Financial Advisor

- Provided personal financial advisory services and plans to help clients achieve their goals
- Guided clients with portfolio management and retirement planning
- Series 7 & 66 designations, Mass LAH
- Licensed in New York for equities and insurance sales

Greater Boston Convention & Visitors Bureau
Boston, Massachusetts 02116

1991 – 2007

Advertising Sales Director

- Responsible for over \$12 million in net advertising revenue in my last ten years
- Developed strong, sustainable relationships with advertising agencies, businesses and individuals
- Created revenue streams in internet and outdoor advertising, which consistently grew over time

EDUCATION

B.A. – Brandeis University, Waltham, Massachusetts Major: Latin American Studies

Graduate Studies: University of Paris-L'Institut d'étude du développement économique et social (IEDES)

LANGUAGES

Spanish and French

Seherzada Omerovic

Omerovic.seherzada@gmail.com ~ 781-686-7076

PROFESSIONAL EXPERIENCE

Senior Vice President of Programming, Boston, MA Jewish Vocational Service (JVS)

Oct. 2022 - Present

- Vice President role expanded to include:
- Oversight of all JVS client facing divisions: Refugee and Disability Services, Career Path Programming, Academic Services and MassHire/Career Center
- Set performance and financial goals and attain them through team direction and management
- Supervise Vice Presidents and evaluate each department's performance
- Ensure compliance with agency policies and local, regional, and federal regulations

Vice President of Career Path Programming, Boston, MA Jewish Vocational Service (JVS)

2018 – 2022

- Active member of JVS leadership team, contributing to agency performance goals and supporting overall mission and philosophy of JVS and its programs
- Lead cross-functional systems, program development and performance monitoring
- Develop long-term goals and strategies to ensure JVS's continued success in fulfilling its mission and achieving short- and long-term goals
- Expand scope and impact of programs services, and develop new products and services as needed
- Lead continuous quality improvement initiatives resulting in system and service improvements
- Manager and oversee full, timely contract implementation including staffing, system design and development
- Develop contract budgets and modification and monitor and control budgetary expenses and revenue
- Collaborate with development team and assist with writing grant proposals

Director, Career Path Programming, Boston, MA

2016 – 2018

- Promoted and responsibilities increased to include oversight of CareerPath Now Project, which serves 500+ clients annually
- Grew and expanded scope and impact of services and develop new products based on funder and participant feedback
- Successfully designed and implemented new business strategies, which resulted in exceeding outlined goals in the first year
- Established relationships with key stakeholders, employers, partner organizations, participants, and funders
- Managed contract implementation including staffing, systems design and development, reporting and invoicing
- Prepared and monitored program work plans in support of agency's contractual obligations
- Oversaw design, content, and implementation of project website for CareerPath Now
- Analyzed and reported program progress to leadership, funders, evaluators, and other stakeholders

Manager, Secure Jobs Partnership, Boston, MA

2014 – 2016

- Planned administered, coordinated and oversaw the day-to-day operations of 3 rapid employment, higher education attainment, and financial sustainability projects serving over 200 clients annually
- Hired, trained, supervised, and developed Career and Financial Empowerment Coaches, Classroom Instructors, Job Developers, Work Study Students, and Volunteers
- Prepared and submitted required monthly narratives, performance reports, enrollment forms, and invoices in a timely fashion
- Responsible for attaining all program goals for enrollments, completions, placements, and retentions
- Organized and coordinated all services provided by the partner organizations, including: childcare, transportation, healthcare benefits and case management.
- Developed strong partnerships with multiple housing authorities, private foundations, and Department of Housing and Community Development to provide employment and housing service to homeless populations

Grants Development Manager, Boston, MA
United Way of Massachusetts Bay and Merrimack Valley

2013 – 2014

- Performed relevant research to identify new grant opportunities and evaluated results
- Wrote and submitted grant proposals, letter of inquiries, reports, and other correspondence to new and existing donors
- Managed timely acknowledgement of donors upon receipt of grant awards
- Cultivated new partnerships and maintained existing relationships with donors
- Communicated with key staff at foundations to ensure organization's compliance with grant requirements
- Tracked reporting calendar/deadlines and updated and maintained grants database and tracking systems
- Communicated effectively with relevant staff about upcoming proposals and reporting deadlines and deliverables
- Collaborated with finance and program staff to elicit programs in need of support and to gather information for report submissions

Manager, Project Citizenship, Boston, MA
Fish Family Foundation

2011 – 2013

- Active member of Senior Management team, contributed to organizational development goals
- Oversaw the development, implementation, and execution of Foundations' naturalization project
- Led 7 Community Based Organizations (CBO) to provide 100 naturalization events, serving over 2000 participants
- Provided supervision and oversight to 20 program staff and over 300 volunteers
- Cultivated and maintained relationships with community service organizations, media, and vendors
- Reviewed and evaluated grant proposals and suggested future partners to the Board of Directors
- Developed project budget, track spending, and report progress to the President of Fish Family Foundation, donors, and the Foundation's Board of Directors
- Developed and implemented an evaluation and auditing system and to ensure organizations are on track with their objectives
- Managed the development and implementation of a targeted marketing and media campaign
- Led development of a citizenship initiative website and other social media outlets
- Provided training and support to CBOs and 300+ community volunteers
- Identified innovative tools and technology to increase effectiveness while meeting budget requirements
- Created an "events manual" – forms and materials, policies, procedures, and expectations
- Prepared agendas and facilitate monthly collaborative meetings with CBO Executives and staff
- Communicated effectively with internal and external stakeholders.

Immigration/Employment Services, Boston, MA

2008-2011

Administrator, Center for Refugees and Immigrants, Lincoln, NE

2005-2008

Interpreter/Translator, LanguageLinc. Inc. and Nebraska Court Systems, Lincoln, NE

2005-2008

International Election Observer, Bosnia, Ukraine, Macedonia

2004-2006